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Inter-organizational security measures: framework for accountability for the United Nations field security management system

Report of the Secretary-General

Summary

In its decision 57/567 of December 2002, the General Assembly took note of the report of the Secretary-General (A/57/365) and endorsed the recommendations of the Advisory Committee (A/57/7/Add.11) regarding the framework for accountability for the United Nations field security management system.

The present document provides a progress report on the implementation of the framework for accountability for the United Nations field security management system.

* A/58/150.

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I. Introduction

1. In its decision 57/567, the General Assembly took note of the report of the Secretary-General (A/57/365) on the framework for accountability for the United Nations field security management system and endorsed the recommendations made by the Advisory Committee on Administrative and Budgetary Questions in its report (A/57/7/Add.11). The Advisory Committee requested the Secretary-General to report to the General Assembly at its fifty-eighth session on the capacity in the Office of the United Nations Security Coordinator to monitor effectively the activities outlined in the report. The Advisory Committee also recommended that the General Assembly request the Secretary-General to transmit the report to the Executive Heads of the specialized agencies and the International Atomic Energy Agency (IAEA) so that it may be made available to the legislative bodies of those specialized agencies and the International Atomic Energy Agency.

II. Implementation of the framework for accountability

A. Transmission to legislative bodies

2. In response to the request of the General Assembly, on 10 February 2003 the United Nations Security Coordinator addressed a communication to all the organizations of the United Nations system, advising them of the contents of General Assembly decision 57/567. As at 1 June 2003, the following organizations had prepared organization-specific security policy statements, using the generic security policy statement in the report of the Secretary-General (A/57/365, annex): Office of the United Nations High Commissioner for Human Rights (OHCHR), United Nations Development Programme (UNDP), Office of the United Nations High Commissioner for Refugees (UNHCR), United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA), United Nations Children's Fund (UNICEF), World Food Programme (WFP), International Tribunal for the Former Yugoslavia (ICTY), Food and Agriculture Organization of the United Nations (FAO), United Nations Educational, Scientific and Cultural Organization (UNESCO), International Civil Aviation Organization (ICAO), World Health Organization (WHO), Pan American Health Organization (PAHO) and International Atomic Energy Agency (IAEA). UNHCR, WFP, FAO, UNESCO and WHO have submitted the report to their respective legislative bodies. Other organizations are in the process of taking similar action.

B. Inspection and review — lessons learned

3. In accordance with the provisions of the accountability policy, the Office of the United Nations Security Coordinator (UNSECOORD) has initiated the compliance and inspection missions to verify that all actors of the United Nations system at a particular duty station are carrying out their security-related functions. The basis for the compliance and inspection missions is a checklist, which provides a detailed breakdown of the responsibilities of every individual within the United Nations security management system at the duty station. The checklist has been provided to all designated officials and members of the security management team so that they are fully aware of the scope of the inspection. The checklist is subdivided to include

a section for every person or group of persons involved in the United Nations security management system. It includes, inter alia, the designated official, the field security coordination officer, the area security coordinators, the security management team, wardens and staff members. Each section includes a series of questions that reflect the responsibilities of each person or group of persons.

4. In order to ensure that the checklist is implemented in a consistent and objective manner, a standard has been established by UNSECOORD, outlining the acceptable responses or minimum standards for each question. The standard will decrease the potential for varying interpretations on the part of the inspection team as to what is considered to be implementation of security responsibilities.

5. Upon completion of the compliance and inspection mission, which consists of an officer from UNSECOORD, New York, accompanied by a field security coordination officer from the region, the designated official and security management team are briefed on the findings of the mission, and a date is set by which all identified shortcomings must be corrected. A return visit to the duty station is scheduled to confirm that they have, in fact, been corrected.

6. The schedule of inspections for 2003 was somewhat delayed by developments in Iraq; however, as at 1 June 2003, UNSECOORD had undertaken compliance and inspection missions in Kenya, Liberia and Papua New Guinea. An additional 22 missions are expected to be completed by 31 December 2003. For 2004, missions will be conducted in 40 countries.

7. To date the process has been proceeding smoothly. The initial group of countries selected for a compliance and inspection mission were those where crisis management training had already been completed for the designated official and members of the security management team. It is the intention of UNSECOORD to continue the practice of providing training for the designated official and security management team in one year, to be followed by a compliance and inspection mission during the subsequent year.

8. As part of the inspection and review process, an annual review of all major security incidents is conducted by UNSECOORD and the Inter-Agency Security Management Network to establish lessons learned and to identify both shortcomings and good practices. The reviews are subsequently utilized, as required, to modify operating procedures.

C. Selection of individuals who will be given security responsibilities

9. Much work has already been done to ensure that individuals who are selected to carry out security responsibilities possess certain core competencies. For designated officials, the requirements have been incorporated into the job descriptions of resident coordinators who, for the most part, serve as designated officials in the field. (UNSECOORD participates in the selection of resident coordinators.) Work is still required to ensure that senior officials who are not resident coordinators (executive secretaries of regional commissions, special representatives of the Secretary-General and force commanders) and who serve as designated officials also possess the identified core competencies.

10. With regard to wardens and area coordinators, designated officials have been advised to ensure that the core competencies are considered in the selection of the

individuals who serve in those positions. For field security coordination officers, the core competencies have been incorporated in their job descriptions. Work is still required to ensure that the competencies have been incorporated in the job descriptions of the single-agency security officers employed by programmes and funds.

11. With regard to agency representatives at the country level, the incorporation of core competencies into job descriptions is being carried out by the various organizations. The process will require a significant time to complete. Incorporation of the core competencies was discussed during the most recent meeting of the Inter-Agency Security Management Network in May 2003 during which organizations were encouraged to ensure that the roles and responsibilities of staff members, as outlined in the respective security policy of the organization, were reflected in the job descriptions, terms of reference and performance appraisal of each organization.

D. Self-learning by and training of all individuals who have security responsibilities

12. The training of all individuals in the security management system continues to be a top priority for the Office of the United Nations Security Coordinator. Training is provided at different levels based on the degree of responsibility of the individual.

(a) Senior security managers and/or headquarters security focal points

13. The responsibility for ensuring that senior security managers and/or headquarters security points receive appropriate training rests with each organization. UNSECOORD is prepared to provide such security and stress management training and refresher training, as requested.

(b) Designated officials and members of the security management team

14. Security and stress management training is mandatory for all designated officials and members of the security management team. UNSECOORD continues to provide the training to those staff members. In 2003, UNSECOORD will undertake security and stress management training at 52 duty stations. A comparable number of duty stations will receive the training in 2004.

(c) Field security coordination officers and agency specific security officers

15. UNSECOORD continues to provide induction training for all newly recruited field security coordination officers before they assume their responsibilities at the duty station. In addition, UNSECOORD organizes two regional security workshops for the officers each year. The workshops focus on providing the officers in a particular region with updated information as well as refresher and specialized training.

(d) Area security coordinators and wardens

16. Area security coordinators and wardens are, in the first instance, provided with security training by field security coordination officers. That training is augmented during UNSECOORD security training missions.

(e) Personnel of the United Nations system

17. The *Basic Security Awareness* CD-ROM was distributed to all organizations and staff members of the United Nations system in the first quarter of 2003. All personnel employed by the organizations of the United Nations system will be required to complete the programme by 1 November 2003. The training is also available on the UNSECOORD web site as well as on the web sites of other organizations of the United Nations system. On completion of the training, staff members are required to take a computer-generated test based on the programme and receive a certificate generated by the computer program, which is recorded in their personnel files.

18. It is the responsibility of each organization to ensure that its respective personnel complete the training within the allotted time frame. Some organizations, such as the United Nations Children's Fund and the World Health Organization, have linked the issuance of travel authorizations and tickets to the completion of the CD-ROM training. Other organizations are developing other methods to ensure that all staff members complete the programme.

E. Performance management

19. Another component that is critical to the implementation of the framework for accountability in the United Nations Security Management Network is management of an individual's performance. With regard to designated officials, UNSECOORD is working with the United Nations Development Group and the Administrator of the United Nations Development Programme to ensure that a formal assessment of an individual's performance in this capacity is included in the person's overall performance appraisal.

20. For field security coordination officers, performance appraisals for 2002 were undertaken by the designated officials, in consultation with their respective security management teams, and submitted to UNSECOORD, which provided a management view of each individual. The appraisals are utilized to identify shortcomings in performance and establish a programme to correct them.

III. Conclusions and recommendations

21. **The new mechanism of accountability and responsibility in the area of field security, approved by the General Assembly in its decision 57/567 of December 2002, has been in place for six months. In that time much progress has been achieved in promulgating the mechanism within all organizations and offices of the United Nations system. It is, however, premature to draw any definitive conclusions regarding the capacity of the Office of the United Nations Security Coordinator to monitor effectively the activities outlined in the report with its present staffing levels. Conclusions regarding the matter will require at least one full biennium of experience to permit an accurate assessment of the requirements of the Office of the United Nations Security Coordinator in this regard.**

22. **The General Assembly may wish to take note of the progress that has been achieved in implementing accountability and responsibility for security in the area of field security.**